

GENERAL SERVICES ADMINISTRATION

Federal Acquisition Service *Authorized Federal Supply Schedule Price List*

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through **GSA Advantage!**TM, a menu-driven database system. The INTERNET address for **GSA Advantage!**TM is: **<http://www.GSAAdvantage.gov>**.

Schedule for - Consolidated

Federal Supply Group: CORP **Class:**

Contract Number: GS00F035CA

For more information on ordering from Federal Supply Schedules
click on the FSS Schedules button at <http://www.gsa.gov/schedules-ordering>

Contract Period: February 6, 2015 - February 5, 2020

Contractor: Federal Management Systems, Inc.
462 K Street
Washington, DC 20001 2531

Business Size: Small, Veteran Owned Business

Telephone: (202) 842-3003

Extension: 301

FAX Number: (202) 829-4470

Web Site: www.fmshq.com

E-mail: astephenon@fmshq.com

Contract Administration: Aubrey A. Stephenson

CUSTOMER INFORMATION:

1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:

SIN	Recovery	SIN Description
C520-1	C520-1RC	Program Financial Advisor
C520-11	C520-11RC	Accounting
C520-12	C520-12RC	Budgeting
C520-13	C520-13RC	Complementary Financial Management Services
C520-15	C520-15RC	Outsourcing Recurring Commercial Activities for Financial Management Services
C520-17	C520-17RC	Risk Assessment and Mitigation Services
C520-21	C520-21RC	Program Management Services
C520-22	C520-22RC	Grants Management Support Services
C520-7	C520-7RC	Financial & Performance Audits
C520-8	C520-8RC	Complementary Audit Services
C520-9	C520-9RC	Recovery Audits
C874-1	C874-1RC	Integrated Consulting Services

SIN	Recovery	SIN Description
C874-4	C874-4RC	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration
C874-6	C874-6RC	Acquisition Management Support
C874-7	C874-7RC	Integrated Business Program Support Services

- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.**
- 1c. If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item.**
- 2. Maximum Order:** \$1,000,000.00
- 3. Minimum Order:** \$100.00
- 4. Geographic Coverage (delivery Area):** Domestic only
- 5. Point(s) of production (city, county, and state or foreign country):** Same as company address
- 6. Discount from list prices or statement of net price:** Government net prices (discounts already deducted). See Attachment.
- 7. Quantity discounts:** Additional discount of 0.5% for orders exceeding \$1 million but less than \$2 million and 1% for orders of \$2 million or more
- 8. Prompt payment terms:** Net 30 days
- 9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Yes
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:**
- 10. Foreign items (list items by country of origin):** None
- 11a. Time of Delivery (Contractor insert number of days):** Specified on the Task Order
- 11b. Expedited Delivery.** The Contractor will insert the sentence "Items available for expedited delivery are noted in this price list." under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery: Contact Contractor
- 11c. Overnight and 2-day delivery.** The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery: Contact Contractor

- 11d. Urgent Requirements.** The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery: Contact Contractor
- 12. F.O.B Points(s):** Destination
- 13a. Ordering Addresses(s):** Same as Contractor
- 13b. Ordering procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).
- 14. Payment addresses(s):** Same as company address
- 15. Warranty provision.:** Contractor’s standard commercial warranty.
- 16. Export Packing Charges (if applicable):** N/A
- 17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):** Contact Contractor
- 18. Terms and conditions of rental, maintenance, and repair (if applicable):** N/A
- 19. Terms and conditions of installation (if applicable):** N/A
- 20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):** N/A
- 20a. Terms and conditions for any other services (if applicable):** N/A
- 21. List of service and distribution points (if applicable):** N/A
- 22. List of participating dealers (if applicable):** N/A
- 23. Preventive maintenance (if applicable):** N/A
- 24a. Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants:** N/A
- 24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contactor’s website or other location.) The EIT standards can be found at:** www.Section508.gov/.
- 25. Data Universal Numbering System (DUNS) number:** 627810476
- 26. Notification regarding registration in Central Contractor Registration (CCR) database:**
- 27. Pricing:** Awarded labor categories, training courses and prices are listed below (Position descriptions and course description are at the end of this document); the awarded prices include the required .75% Industrial Funding Fee (IFF)

SINs: C874-1, C874-4, C874-6 and C874-7 including RC (Recovery Contracting) SINs	Base Period Hourly Prices				
	Year 1	Year 2	Year 3	Year 4	Year 5
	2/06/2015	2/6/2016	2/6/2017	2/6/2018	2/6/2019
	to	to	to	to	to
Labor Categories	2/05/2016	2/5/2017	2/5/2018	2/5/2019	2/5/2020
Project Director I	\$131.96	\$134.80	\$137.70	\$140.66	\$143.68
Project Director II	\$145.69	\$148.82	\$152.02	\$155.29	\$158.63
Project Manager	\$118.42	\$120.97	\$123.57	\$126.22	\$128.94
Senior Analyst	\$76.18	\$77.82	\$79.49	\$81.20	\$82.95
Analyst I	\$50.36	\$51.44	\$52.55	\$53.68	\$54.83
Analyst II	\$63.26	\$64.62	\$66.01	\$67.43	\$68.88
Sr. Project Specialist	\$78.41	\$80.10	\$81.82	\$83.58	\$85.37
Jr. Project Specialist	\$63.26	\$64.62	\$66.01	\$67.43	\$68.88
Sr. Accountant	\$115.00	\$117.47	\$120.00	\$122.58	\$125.21
Staff Accountant	\$78.41	\$80.10	\$81.82	\$83.58	\$85.37
Accountant Technician	\$45.26	\$46.23	\$47.23	\$48.24	\$49.28
Senior Auditor	\$115.00	\$117.47	\$120.00	\$122.58	\$125.21
Junior Auditor	\$78.41	\$80.10	\$81.82	\$83.58	\$85.37
Executive Business Consultant	\$148.07	\$151.25	\$154.51	\$157.83	\$161.22
Sr. Business Consultant	\$109.57	\$111.93	\$114.33	\$116.79	\$119.30
Business Consultant	\$97.03	\$99.12	\$101.25	\$103.42	\$105.65
Sr. Statistical/Operations Research	\$146.49	\$149.64	\$152.86	\$156.14	\$159.50
Senior Trainer	\$97.03	\$99.12	\$101.25	\$103.42	\$105.65
Trainer	\$76.18	\$77.82	\$79.49	\$81.20	\$82.95
Administrative Support Specialist I	\$38.82	\$39.65	\$40.51	\$41.38	\$42.27
Administrative Support Specialist II	\$52.59	\$53.72	\$54.88	\$56.06	\$57.26
Administrative Support Specialist III	\$61.64	\$62.97	\$64.32	\$65.70	\$67.11

SINs: C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21 and C520-22 including RC (Recovery Contracting) SINs	Base Period Hourly Prices				
	Year 1	Year 2	Year 3	Year 4	Year 5
	2/06/2015	2/6/2016	2/6/2017	2/6/2018	2/6/2019
	to	to	to	to	to
Labor Categories	2/05/2016	2/5/2017	2/5/2018	2/5/2019	2/5/2020
Project Director	\$130.84	\$133.65	\$136.53	\$139.46	\$142.46
Project Manager	\$117.43	\$119.95	\$122.53	\$125.17	\$127.86
Accountant/Budget Analyst/Management	\$62.74	\$64.09	\$65.47	\$66.87	\$68.31
Accountant/Budget Analyst/Management	\$69.98	\$71.48	\$73.02	\$74.59	\$76.20
Accountant/Budget Analyst/Management	\$77.75	\$79.42	\$81.13	\$82.87	\$84.66
Accountant/Budget Analyst/Management	\$114.04	\$116.49	\$119.00	\$121.55	\$124.17
Accounting Technician	\$44.87	\$45.83	\$46.82	\$47.83	\$48.86
Administrative Support Specialist	\$51.60	\$52.71	\$53.84	\$55.00	\$56.18
Subject Matter Expert I	\$159.48	\$162.91	\$166.41	\$169.99	\$173.64
Subject Matter Expert II	\$167.06	\$170.65	\$174.32	\$178.07	\$181.90
Subject Matter Expert III	\$346.06	\$353.50	\$361.10	\$368.86	\$376.79
Principal Consultant I	\$275.98	\$281.91	\$287.97	\$294.17	\$300.49
Principal Consultant II	\$455.79	\$465.59	\$475.60	\$485.83	\$496.27

SINs: C874-4 including RC (Recovery Contracting) SIN	Base Period Prices				
	Year 1	Year 2	Year 3	Year 4	Year 5
	2/06/2015	2/6/2016	2/6/2017	2/6/2018	2/6/2019
	to	to	to	to	to
Course Title	2/05/2016	2/5/2017	2/5/2018	2/5/2019	2/5/2020
Emotional Intelligence	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00
Managing Workforce Diversity	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00
Preparing to Lead in 21st Century	\$6,421.44	\$6,559.50	\$6,700.53	\$6,844.59	\$6,991.75
Constructive Conflict Resolution	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00
Development of Training Manuals	\$5,806.57	\$5,931.41	\$6,058.94	\$6,189.20	\$6,322.27
Root Cause Analysis (RCA)	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00
Managing Data in the Workplace	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00
Leadership Development	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00
Business Administration & Management	\$2,536.71	\$2,591.25	\$2,646.96	\$2,703.87	\$2,762.00

Minimum # participants is 10; Maximum # participants is 15; Price per each additional participant in excess of the minimum is \$150

Service Contract Act (SCA) Matrix

SCA MATRIX		
SCA Eligible Contract Labor Category	SCA Equivalent Code - Title	WD (Wage Determination) #
Accounting Technician	01011 - Accounting Clerk	05-2103
Administrative Support Specialist I	01111 - General Clerk I	05-2103
Administrative Support Specialist II	01112 - General Clerk II	05-2103
Administrative Support Specialist III	01113 - General Clerk III	05-2103

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices offered are in line with the geographic scope of the contract (i.e. nationwide).

SIN(s)	Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
C874-1, C874-4, C874-6, C874-7	Project Director I	Masters	13	<p>Responsibilities: Responsibilities include performing day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates the planning and production of all contract support activities for complex projects of consultation, facilitation, surveys and/or training. Is responsible for preparing effective written and oral presentations through excellent interpersonal and communications skills. Exercises authority and fulfills responsibility to identify and commit resources required to support project effort. Establishes and modifies (as necessary) corporate management structure to direct effective contract support activities. Crafts and enforces quality control programs.</p> <p>Education and Experience Requirements: Master's Degree with a minimum of 13 years of progressively more responsible experience, of which 7 must be in supervisory/management position. Experience as a Federal employee or consultant, preferred. Experience must include assignments that provided a comprehensive</p>

SIN(s)	Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
				understanding of Federal financial management. Bachelor's degree with 12 years of experience may be substituted for the Master's Degree
C874-1, C874-4, C874-6, C874-7	Project Director II	Masters	10	<p>Responsibilities: Responsibilities include performing day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Interfaces directly with government personnel in exercising management responsibilities. Organizes, directs, and coordinates the planning and production of all contract support activities for complex projects of consultation, facilitation, surveys and/or training. Is responsible for preparing effective written and oral presentations, through excellent interpersonal and communications skills.</p> <p>Education and Experience Requirements: Master's Degree with a minimum of 10 years of progressively more responsible experience, of which 5 must be in supervisory/management position. Experience as a Federal employee or consultant, preferred. Experience must include assignments that provided a comprehensive understanding of Federal financial management. Bachelor's degree with 11 years of experience may be substituted for the Master's Degree.</p>
C874-1, C874-4, C874-6, C874-7	Project Manager	Masters	8	<p>Responsibilities: Responsibilities include managing organizational, facilitation, survey and/or training projects for business improvement. Exercises excellent interpersonal and communications skills. Provides project oversight, personnel management and reporting. Ensures staff conformance with assigned tasks, schedules, budgeted costs and deliverables.</p> <p>Education and Experience Requirements: Master's degree with a minimum of 8 years of progressively more responsible experience, of which 3 must be in supervisory/management position. Experience as a Federal employee or consultant preferred. Experience must include assignments that provided a comprehensive understanding of Federal financial management. Bachelor's degree with 9 years of experience may be substituted for the Master's Degree.</p>
C874-1, C874-4, C874-6, C874-7	Senior Analyst	Masters	6	<p>Responsibilities: Responsibilities include analyzing and specifying functional requirements and developing enterprise models. Performs functional leadership for small teams engaged in analytical tasks related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training.</p> <p>Education and Experience Requirements: Master's degree in business or related field that emphasizes analytical skills. Minimum of 6 years of progressively more responsible experience. Experience must include demonstrated knowledge of management analysis, consulting, systems analysis and design or similar work experience background of accounting and finance. Bachelor's degree with 7 years of experience may be substituted for the Master's Degree.</p>
C874-1, C874-4, C874-6, C874-7	Analyst I	Bachelors	2	<p>Responsibilities: Responsibilities include analyzing and specifying functional requirements and developing enterprise models related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training.</p> <p>Education and Experience Requirements: Bachelors degree in business or related field that emphasizes analytical skills. Minimum of 2 years of experience, of which one year must be specialized in organizational analysis, facilitation, surveys or training. Associate's degree with 3 years of experience may be substituted for Bachelors.</p>
C874-1, C874-4, C874-6, C874-7	Analyst II	Bachelors	4	<p>Responsibilities: Responsibilities include analyzing and specifying functional requirements and developing enterprise models related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training.</p> <p>Education and Experience Requirements: Bachelors degree in business or related field that emphasizes analytical skills. Minimum of 4 years of experience, of which one year must be specialized in organizational analysis,</p>

SIN(s)	Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
				facilitation, surveys or training. Associate's degree with 5 years of experience may be substituted for Bachelors.
C874-1, C874-4, C874-6, C874-7	Sr. Project Specialist	Bachelors	5	<p>Responsibilities: Responsibilities include providing support for major organizational analysis, design, and implementation MOBIS projects. Tracks the major elements of cost, schedule, technical and status items. Ensures milestone activity status is maintained and reported in a timely manner. Overseas the collection, organization and reporting of all labor and material contract expenditures. Performs logistics planning and implementation functions for meetings/conferences/training sessions that are relating to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training.</p> <p>Education and Experience Requirements: Bachelors degree in business or technical discipline. Minimum of 5 years of experience in the performance of project management support tasks, including cost, schedule, technical, deliverables, development and tracking. Associate's degree with 6 years of experience may be substituted for Bachelors.</p>
C874-1, C874-4, C874-6, C874-7	Jr. Project Specialist	Bachelors	2	<p>Responsibilities: Responsibilities include providing support for major organizational analysis, design, and implementation MOBIS projects. Tracks the major elements of cost, schedule, technical and status items. Ensures milestone activity status is maintained and reported in a timely manner. Overseas the collection, organization and reporting of all labor and material contract expenditures. Performs logistics planning and implementation functions for meetings/conferences/training sessions that are relating to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training.</p> <p>Education and Experience Requirements: Bachelors degree in business or technical discipline. Minimum of 2 years of experience in the performance of project management support tasks, including cost, schedule, technical, deliverables, development and tracking. Associate's degree with 3 years of experience may be substituted for Bachelors.</p>
C874-1, C874-4, C874-6, C874-7	Sr. Accountant	Masters	10	<p>Responsibilities: Responsibilities include analyzing, at a high level of assessment, the financial implications of business practices that are related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training. Provides consultative advice, assistance and guidance for improving overall business practices. Provides professional guidance to others engaged in such business analyses and assesses their recommendations for improvements, prior to presenting to government customer.</p> <p>Education and Experience Requirements: Master's degree in Business (specializing in accounting and/or finance), Economics, or related field. Minimum of 10 years of progressively more responsible experience in accounting operations, accounting reports, financial statements, design and development of automated accounting systems. Experience as a Federal employee or consultant supporting a Federal agency preferred. Bachelor's degree with 11 years of experience may be substituted for Masters.</p>
C874-1, C874-4, C874-6, C874-7	Staff Accountant	Bachelors	6	<p>Responsibilities: Responsibilities include analyzing, at a specific project level of assessment, the financial implications of business practices that are related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training. Provides consultative advice, assistance and guidance for improving overall business practices.</p> <p>Education and Experience Requirements: Bachelors degree in Business (specializing in accounting and/or finance), Economics, or related field. Minimum of 6 years of progressively more responsible experience in accounting operations, accounting reports, financial statements, design and development of automated accounting systems. Experience as a Federal employee or consultant supporting a Federal agency preferred. Associate's degree with 7 years of experience may be substituted for Bachelors.</p>
C874-1, C874-4,	Accountant Technician	Bachelors	2	<p>Responsibilities: Responsibilities include supporting the Senior Accountant and Staff Accountant in task completion. Performs detailed analytical work in reviewing records of customer to assess cost implications of business</p>

SIN(s)	Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
C874-6, C874-7				practices, as well as overall budgetary considerations. Advises on IT systems requirements and applications. Education and Experience Requirements: Bachelors degree in Business (specializing in accounting and/or finance), Economics, or related field. Minimum of 2 years of experience in bookkeeping, recordkeeping or accounting and financial management. Experience must demonstrate good computer and spreadsheet skills and progressively more responsible. Experience as a Federal employee or consultant supporting a Federal agency preferred. Associate degree with 3 years of experience may be substituted for Bachelors.
C874-1, C874-4, C874-6, C874-7	Senior Auditor	Masters	10	Responsibilities: Responsibilities include reviewing and analyzing, at a high level of assessment, the financial and operational/management implications of business practices that are related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training. Provides consultative advice, assistance and guidance for improving overall business practices. Provides professional guidance to others engaged in such business analyses and assesses their recommendations for improvements, prior to presenting to government customer. Education and Experience Requirements: Master's degree in Business (specializing in accounting and/or finance), Economics, or related field. Professional certification preferred. Minimum of 10 years of progressively more responsible experience in accounting operations, accounting reports, financial statements, design and development of automated accounting systems; of the minimum 10 years, 6 must be audit experience progressively at more responsible or supervisory roles. Experience as a Federal employee or consultant supporting a Federal agency preferred. Bachelor degree with 11 years of experience may be substituted for Masters.
C874-1, C874-4, C874-6, C874-7	Junior Auditor	Bachelors	6	Responsibilities: Responsibilities include reviewing and analyzing, at a specific project level of assessment, the financial and operational/management implications of business practices that are related to MOBIS business improvement projects and other MOBIS projects of consultation, facilitation, surveys and/or training. Provides consultative advice, assistance and guidance for improving overall business practices. Education and Experience Requirements: Bachelor degree in Business (specializing in accounting and/or finance), Economics, or related field. Minimum of 6 years of progressively more responsible experience in accounting operations, accounting reports, financial statements, design and development of automated accounting systems. Of these 6 years, 3 must be audit experience. Experience as a Federal employee or consultant supporting a Federal agency preferred. Associate degree with 7 years of experience may be substituted for Bachelors.
C874-1, C874-4, C874-6, C874-7	Executive Business Consultant	Masters	15	Responsibilities: Responsibilities include participating in MOBIS-related tasks on multiple/concurrent projects. Conducts research on technical issues, using system dynamics modeling, strategic planning, organizational performance studies and business process reengineering. Education and Experience Requirements: Master's degree in business or related field that emphasizes analytical skills. Minimum of 15 years of technical and MOBIS-related organization support experience at high levels. Bachelor degree with 16 years of experience may be substituted for Masters.
C874-1, C874-4, C874-6, C874-7	Sr. Business Consultant	Masters	7	Responsibilities: Responsibilities include participating, as a senior-level MOBIS team member, in a variety of complex assignments relating to consulting, facilitation, surveys or training. Performs senior level analytical assignments as member of the team. May be responsible for team performance on projects of moderate complexity. Education and Experience Requirements: Master's degree in business or related field that emphasizes analytical skills. Minimum of 7 years of technical and MOBIS-related organization support experience at high levels.

SIN(s)	Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
				Associate degree with 8 years of experience may be substituted for Bachelors.
C874-1, C874-4, C874-6, C874-7	Business Consultant	Masters	4	<p>Responsibilities: Responsibilities include performing, as a contributing member of a MOBIS-related implementation team, various mid-level analytical tasks and technical team assignments in the areas of consulting, facilitation, surveys, or training.</p> <p>Education and Experience Requirements: Master's degree in business or related field that emphasizes analytical skills. Minimum of 4 years of technical and MOBIS-related organization support experience at high levels.</p>
C874-1, C874-4, C874-6, C874-7	Sr. Statistical/Operations Research Analyst	Masters	5	<p>Responsibilities: Responsibilities include performing complex data analysis related to MOBIS business improvement projects. Conducts trend/statistical analysis and applies optimization techniques to problems.</p> <p>Education and Education Requirements: Master's degree in Statistics or Operations Research. Minimum of 5 years' experience in statistical and/or operations research. Experience should include applying quantitative algorithms to major professional activities. Bachelor's degree with 6 years of experience may be substituted for Masters.</p>
C874-1, C874-4, C874-6, C874-7	Senior Trainer	Bachelors	7	<p>Responsibilities: Responsibilities include performing various tasks in the development of training materials, tailoring of training classes and the delivery of off-the-shelf and customized training classes in a range of organization/business improvement subjects that fall within the scope of the MOBIS contract.</p> <p>Education and Experience Requirements: Bachelor's degree in Education or related discipline. Minimum of 7 years of technical experience, of which a minimum of 4 years must be in the delivery of training instruction and services. Associate degree with 8 years of experience may be substituted for Bachelors.</p>
C874-1, C874-4, C874-6, C874-7	Trainer	Bachelors	3	<p>Responsibilities: Responsibilities include performing various tasks in the development of training materials, tailoring of training classes and the delivery of off-the-shelf and customized training classes in a range of organization/business improvement subjects that fall within the scope of the MOBIS contract.</p> <p>Education and Experience Requirements: Bachelors degree in Education or related discipline. Minimum of 3 years of technical experience, of which a minimum of 1 year must be specialized in the delivery of training instruction and services. Associate degree with 4 years of experience may be substituted for Bachelors.</p>
C874-1, C874-4, C874-6, C874-7	Administrative Support Specialist I	Associate	1	<p>Responsibilities: Responsibilities include performing administrative planning and implementation tasks for large organizational/business analysis, solution design, and recommended implementation for MOBIS projects.</p> <p>Education and Experience Requirements: Associate Degree. Minimum of 1 year of experience in providing administrative and business operations support to government or commercial programs. High School diploma with 2 years of experience may be substituted for Associates.</p>
C874-1, C874-4, C874-6, C874-7	Administrative Support Specialist II	Associate	2	<p>Responsibilities: Responsibilities include performing administrative planning and implementation tasks for large organizational/business analysis, solution design, and recommended implementation for MOBIS projects.</p> <p>Education and Experience Requirements: Associate Degree. Minimum of 2 year of experience in providing administrative and business operations support to government or commercial programs. High School diploma with 3 years of experience may be substituted for Associates.</p>
C874-1, C874-4, C874-6, C874-7	Administrative Support Specialist III	Associate	3	<p>Responsibilities: Responsibilities include performing administrative planning and implementation tasks for large organizational/business analysis, solution design, and recommended implementation for MOBIS projects.</p> <p>Education and Experience Requirements: Associate Degree. Minimum of 3 year of experience in providing administrative and business operations</p>

SIN(s)	Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
				support to government or commercial programs. High School diploma with 4 years of experience may be substituted for Associates.

SIN(s)	Labor Category Title	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Project Director	Bachelors	10	<p>Qualifications: The minimum qualification an undergraduate degree and ten (10) years of experience. The Project Director will have an undergraduate degree and or an advanced degree and at least ten years' experience in leading and providing technical direction to projects; a demonstrated ability to provide guidance and direction for multiple projects; designing, implementing, and managing Federal government financial and business management engagements; and the capability to manage multi-task projects of high complexity. The Project Director has professional certifications in fields of his or her expertise and possesses a mix of experience in financial management, accounting, budgeting, and cost estimating. Associate with fifteen (15) years of experience may be substituted for Bachelors.</p> <p>Major Functions: The Project Director provides primary interface with client management personnel regarding strategic issues. He or she directs the completion of projects within estimated time frames and budget constraints, coordinates efforts on tasks, and reviews work products for completeness and adherence to applicable regulations and customer requirements. The Project Director also delivers, presents, and leads strategic level client meetings; performs day-to-day management of overall contract support operations involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates the planning and production of all contract support activities. Demonstrates written and oral communication skills, and has authority and responsibility to identify and commit resources required to support customers.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Project Manager		8	<p>Qualifications: The minimum qualification for the Project Manager is an undergraduate degree and eight (8) years of experience. A Project Manager will have an undergraduate degree and over eight years' progressive experience in leading projects, a demonstrated ability to provide guidance and direction for specific projects or sub-tasks, including increasing responsibilities in assignment supervision and management, and a capability to manage multi-task projects of high complexity for Federal government clients. He or she has several professional certifications and experience in financial management, accounting, cost estimating, procurement, strategic planning and execution, or other business management areas. Associate with ten (10) years of experience may be substituted for Bachelors.</p> <p>Major Functions: Project Managers have taken on increasing responsibility in the design, implementation, and management of projects. They interface with the client on project specific issues, direct the completion of projects within estimated time frames and budget constraints, coordinate project specific priorities, and review work products for completeness and adherence to applicable regulations and customer requirements. They lead projects that involve the successful management of multi-functional teams that includes project development, expertise in management and control of funds and resources, and a demonstrated capability in managing multiple tasks. Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations.</p>

SIN(s)	Labor Category Title	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Accountant/Budget Analyst/Management Analyst I	Bachelors	3	<p>Qualifications: The minimum qualification is an undergraduate degree and three (3) years of experience. An Accountant I / Budget Analyst I / Management Analyst I, has an undergraduate degree, up to three years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas, such as accounting, budgeting, analysis and financial management. Associate with five (5) years of experience may be substituted for Bachelors.</p> <p>Major Functions: An Accountant I / Budget Analyst I / Management Analyst I interfaces with the client on a day-to-day basis, assist in identifying problems, performing technical analysis, and devising feasible solutions, supporting the completion of project specific tasks within estimated time frames and budget constraints, and supporting presentations and client meetings. Appropriate computer and spreadsheet skills along with presentation capabilities are required.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Accountant/Budget Analyst/Management Analyst II	Bachelors	4	<p>Qualifications: The minimum qualification is an undergraduate degree and four (4) years of experience. An Accountant II / Budget Analyst II / Management Analyst II, has an undergraduate degree, over three years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas of progressively more responsible experience in accounting, budgeting, analysis and financial management. Associate with six (6) years of experience may be substituted for Bachelors.</p> <p>Major Functions: An Accountant II / Budget Analyst II / Management Analyst II, interfaces with the client on a day-to-day basis, assists in identifying problems, performs technical analysis, and devises feasible solutions, supporting the completion of project specific tasks within estimated time frames and budget constraints, and supporting presentations and client meetings. He or she is experienced in financial management, cost estimating, procurement, strategic planning and execution, or business management and is familiar with federal financial and accounting policies and system requirements. Also is a member of a group of accountants and/or analysts that is working in concert to systematically integrate business, cost-estimating, and financial and other management processes to ensure the efficient stewardship of public funds.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Accountant/Budget Analyst/Management Analyst III	Bachelors	5	<p>Qualifications: The minimum qualification is an undergraduate degree and five (5) years of experience. An Accountant III / Budget Analyst III / Management Analyst III has an undergraduate degree, five or more years of progressively responsible experience in performing and participating in engagements, specific experience in one or more key project areas, demonstrated ability to provide guidance and direction for specific projects or sub-tasks, and increasing responsibility in design, implementation, and management of projects of progressively more responsible experience in accounting, budgeting, analysis and other financial management areas. Prepares milestone status reports and presentations for colleagues, subordinates, and end user representatives. Is familiar with activity-based costing, business case analysis, and outsourcing requirements. Associate with seven (7) years of experience may be substituted for Bachelors.</p> <p>Major Functions: An Accountant III / Budget Analyst III / Management Analyst III provides technical knowledge in their area of expertise, works individually and on teams to support the completion of project specific tasks within estimated time frames and budget constraints and interfaces with the client on a day-to-day</p>

SIN(s)	Labor Category Title	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
				basis. In addition, an Accountant III / Budget Analyst III / Management Analyst III, applies their specific expertise to the practical issues they identify or those presented by the client. They also help to formulate solutions, prepare reports, studies, and documentation, and support presentations and client meetings. They also have knowledge of Federal financial and accounting policies, standards, and systems requirements and are experienced in working with multi-year/no-year appropriations and differing appropriations, and understanding of budgetary and proprietary accounting principles.
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Accountant/Budget Analyst/Management Analyst IV	Masters	7	<p>Qualifications: The minimum qualification is a graduate degree and seven (7) years of experience. The Accountant IV / Budget Analyst IV / Management Analyst IV has specialized knowledge and expertise and/or an advanced degree, seven or more years of progressively responsible experience in leading engagements, demonstrated ability to manage a project and to provide guidance and direction for specific projects or sub-tasks, and increasing responsibility in design, implementation, and management of projects of extensive responsible experience in accounting, budgeting, management analysis, or other financial management areas. Bachelors with nine (9) years of experience may be substituted for Masters.</p> <p>Major Functions: The Accountant IV / Budget Analyst IV / Management Analyst IV interfaces with the client on a day-to-day basis, directs the completion of project specific tasks within estimated time frames and budget constraints, manages the day-to-day activities of the project team, and reviews work products for quality, completeness, and adherence to applicable regulations and customer requirements. This position ensures the project teams conformance with work standards, and coordinates work effort with involved parties to ensure problem resolution and client satisfaction. The Accountant IV / Budget Analyst IV / Management Analyst IV possess in-depth knowledge of Federal financial and accounting policies, standards, and systems requirements. Must possess experience in working with multi-year/no-year appropriations and differing appropriations, and understanding of budgetary and proprietary accounting principles and also delivers presentations and leads client meetings.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Accounting Technician	Bachelors	2	<p>Qualifications: The minimum qualification is an undergraduate degree and two (2) years of experience. Associate degree with 3 years of experience may be substituted for Bachelors. An Accounting Technician has an undergraduate degree, up to two years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas that include up to one year of bookkeeping, recordkeeping or accounting and financial management, budgeting or analysis. Associate with four (4) years of experience may be substituted for Bachelors.</p> <p>Major Functions: An Accounting Technician interfaces with the client on a day-to-day basis, assisting in identifying problems, performing technical analysis, and devising feasible solutions supporting the completion of project specific tasks within estimated time frames and budget constraints, supporting accountants, budget analysts or management specialists, and supporting presentations and client meetings.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12,	Administrative Support Specialist	High School	2	<p>Qualifications: The minimum qualification is a high school diploma and two (2) years of experience. The minimum educational requirements for an Administrative Support Specialist include a High School diploma and up to two years of work experience in a business environment, with appropriate computer and business software skills.</p>

SIN(s)	Labor Category Title	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
C520-13, C520-15, C520-17, C520-21, C520-22				<p>Major Functions: An Administrative Assistant Interfaces with the project staff on a day-to-day basis. Supports accountants, auditors, budget specialists and analysts in the completion of project specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings. Has progressive experience in office automation tools and participating on projects and is knowledgeable in computer based documentation and presentation techniques, technical typing, and word processing. Integrates inputs from various sources to create a cohesive product. Prepares both graphical and narrative presentation material.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Subject Matter Expert I	Bachelors	8	<p>Qualifications: The minimum qualifications for a Subject Matter Expert I include an undergraduate degree, eight (8) years of experience providing subject matter support, and substantial expertise in one of the following areas: financial management, systems management, computer science, engineering, or other specific field. Associate with ten (10) years of experience may be substituted for Bachelors.</p> <p>Major Functions: Incumbent is a subject matter expert in a specific field and has a track record of applying sound analysis, business, or scientific expertise and practices to solve a wide variety of technology-based, accounting financial systems, and business process outsourcing problems. These may include re-engineering efforts, applying specific technical or business skills, applying specific technologies which the marketplace has significant issues providing, or proving understanding and leadership in specific technologies.</p> <p>Assists others in developing programs and implementing creative and innovative solutions to the customer's problems. Researches and analyzes customer requirements. Applies knowledge to determine the accuracy and reasonableness of the data, recommendations, and solutions developed. Documents and summarizes the results and develops and recommends creative and innovative solutions to the customer's problems. May analyze, write, debug, or maintain software where special expertise is required.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Subject Matter Expert II	Bachelors	10	<p>Qualifications: The minimum qualifications for a Subject Matter Expert II include an undergraduate degree, ten (10) years of experience providing subject matter support, and substantial expertise in one of the following areas: financial management, systems management, computer science, engineering, or other specific field. Associate with twelve (12) years of experience may be substituted for Bachelors.</p> <p>Major Functions: Incumbent is a subject matter expert in a specific field and has a track record of applying sound analysis, business, or scientific expertise and practices to solve a wide variety of technology-based, accounting financial systems, and business process outsourcing problems. These may include re-engineering efforts, applying specific technical or business skills, applying specific technologies which the marketplace has significant issues providing, or proving understanding and leadership in specific technologies.</p> <p>Assists others in developing programs and implementing creative and innovative solutions to the customer's problems. Researches and analyzes customer requirements. Applies knowledge to determine the accuracy and reasonableness of the data, recommendations, and solutions developed. Documents and summarizes the results and develops and recommends creative and innovative solutions to the</p>

SIN(s)	Labor Category Title	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
				customer's problems. May analyze, write, debug, or maintain software where special expertise is required
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Subject Matter Expert III	Bachelors	12	<p>Qualifications: The minimum qualifications for a Subject Matter Expert III include an undergraduate degree, twelve (12) years of experience providing this type of subject matter support, and substantial expertise in one of the following areas: financial management, systems management, computer science, engineering, or other specific field. Associate with fourteen (14) years of experience may be substituted for Bachelors.</p> <p>Major Functions: Incumbent is a subject matter expert in a specific field and has a track record of applying sound analysis, business, or scientific expertise and practices to solve a wide variety of technology-based, accounting financial systems, and business process outsourcing problems. These may include re-engineering efforts, applying specific technical or business skills, applying specific technologies which the marketplace has significant issues providing, or proving understanding and leadership in specific technologies.</p> <p>Assists others in developing programs and implementing creative and innovative solutions to the customer's problems. Researches and analyzes customer requirements. Applies knowledge to determine the accuracy and reasonableness of the data, recommendations, and solutions developed. Documents and summarizes the results and develops and recommends creative and innovative solutions to the customer's problems. May analyze, write, debug, or maintain software where special expertise is required</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17, C520-21, C520-22	Principal Consultant I	Bachelors	15	<p>Qualifications: The minimum qualifications for a Principal Consultant I include an undergraduate degree, fifteen (15) years of experience providing direction to organizations on multiple complex issues and projects including working with customers to analyze and evaluate all aspects of accounting/financial management and other management requirements. Associate with seventeen (17) years of experience may be substituted for Bachelors.</p> <p>Major functions: Incumbent provides insight and experiences from related projects. Possesses expertise to define problems, collect data, establish facts and draw valid conclusions. Develops feasibility and cost-benefit studies, briefings and presentations, report writing, and post-implementation evaluations for financial management and other projects. Provides leadership and technical expertise in the areas of conducting financial and cycle-time analysis and lifecycle analysis, delivering process and productivity improvement solutions, requirements definition, business design activities, facilitation of large and small groups, developing business and strategic plans, applying quantitative fact-based analysis, or issue-based problem solving.</p>
C520-1, C520-7, C520-8, C520-9, C520-11, C520-12, C520-13, C520-15, C520-17,	Principal Consultant II	Bachelors	20	<p>Qualifications: The minimum qualifications for a Principal Consultant II include an undergraduate degree, twenty (20) years of experience providing direction to organizations on multiple complex issues and projects including working with customers to analyze and evaluate all aspects of accounting/financial management and other management requirements. Associate with twenty-two (22) years of experience may be substituted for Bachelors.</p>

SIN(s)	Labor Category Title	Minimum Education / Certification Level	Minimum Years of Experience	Position Description
C520-21, C520-22				<p>Major functions: Incumbent provides insight and experiences from related projects. Possesses expertise to define problems, collect data, establish facts and draw valid conclusions. Develops feasibility and cost-benefit studies, briefings and presentations, report writing, and post-implementation evaluations for financial management and other projects. Provides leadership and technical expertise in the areas of conducting financial and cycle-time analysis and lifecycle analysis, delivering process and productivity improvement solutions, requirements definition, business design activities, facilitation of large and small groups, developing business and strategic plans, applying quantitative fact-based analysis, or issue-based problem solving.</p>

Title of Course:	Development of Training Manuals
Description of course:	
<p>The FMS Manual Development workshop provides training to participants on various techniques of designing and developing clear and user-friendly manuals that effectively convey the intended message. Some of the components of the FMS Manual Development training program include:</p> <ul style="list-style-type: none"> • Developing a Plan for the Publication • Outlining the Publication • Guidelines for Using Illustrations 	

Title of Course:	Leadership Development
Description of course:	
<p>TRAINING SESSION OBJECTIVE:</p> <p>The objective of the Leadership Development training session is to enable participants to achieve their maximum leadership potential and to encourage professional growth of current and future leaders, managers, supervisors, team leaders etc.</p> <p>TRAINING SESSION DESCRIPTION:</p> <p>Participants will learn about the role of leadership development in organizational development, as an investment in, and utilization of, the human capital within the organization. This training session focuses on leadership development as the development of the leader, such as the personal attributes desired in a leader, desired ways of behaving, ways of thinking or feeling, as well as on the development of leadership as a process (that is, the interpersonal relationships, social influence process/organizational environment, and the team dynamics between the leader and his/her team). The methods for the Leadership Development training session will involve project-based examples, team and individual activities, as well as guest speakers.</p>	

Title of Course:	Root Cause Analysis (RCA)
Description of course:	
<p>TRAINING SESSION OBJECTIVE:</p> <p>The primary objective of the Root Cause Analysis (RCA) training session is to provide participants with an understanding of how Root Cause Analysis is relevant to their organization/function and the tools and techniques used in RCA. Other goals for participants include:</p> <ol style="list-style-type: none"> Understanding that RCA is about finding the real cause of the problem and dealing with it rather than simply continuing to deal with the symptoms. Viewing RCA as a methodology for finding and correcting the most important reasons for performance problems. Understanding how RCA differs from troubleshooting and problem-solving in that these disciplines typically seek solutions to specific difficulties, whereas RCA is directed at underlying issues. Viewing RCA as a business process improvement tool where RCA seeks out unnecessary constraints as well as inadequate controls. Viewing RCA as an essential ingredient in pointing organizational change efforts in the right direction. Understanding the role of RCA in safety and risk management. Using RCA to target corrective action and preventive action (CAPA) efforts at the points of most leverage. <p>TRAINING SESSION DESCRIPTION:</p> <p>Participants will learn that Root Cause Analysis (RCA) is a process of continuous improvement that deals with improving productivity, quality, reliability, and safety over time. It is not a pre-defined set of tools and methods. RCA is a guiding philosophy that says "find the real, important reasons for our problems, understand why they exist, and change the conditions that create them!"</p> <p>The following key areas of RCA will be taught:</p> <ol style="list-style-type: none"> Define Problem and Collect Data 	

Title of Course:	Root Cause Analysis (RCA)
Description of course:	
<ul style="list-style-type: none"> b. Task Analysis c. Change Analysis d. Control Barrier Analysis e. Event and Casual Factor Charting f. Interviews g. Determine Root Cause h. Develop Corrective Actions i. Report 	

Title of Course:	Managing Data in the Workplace: Introduction to Databases & Spreadsheets (MS Access and MS Excel)
Description of course:	
<p>TRAINING SESSION OBJECTIVE: To enable participants to acquire a basic understanding of spreadsheets and databases and how they are used every day in various workplace scenarios to organize and manage data, as well as for reporting, and analysis.</p> <p>TRAINING SESSION DESCRIPTION: This session is designed to help participants create basic charts and spreadsheets that have practical applications in the World of Work. Participants will learn that spreadsheets will help them better organize and sort through lists and data, quickly perform basic and complex calculations, as well as for data presentation (pie charts, bar-graphs, histograms etc.). Participants will be able to put Excel to use for their day-to-day projects and work activities as well as accomplish the following:</p> <ul style="list-style-type: none"> a. Work within and navigate around spreadsheets b. Enter, format and sort data within cells c. Import data into Excel d. Print worksheets e. Use formulas and functions f. Develop Charts and Graphs <p>Participants will develop an understanding of what is a database, a Database Management System (DBMS), and a Relational Database Management System (RDBMS). They will learn about database objects such as tables, queries, forms, macros, reports, access web pages, and modules. Participants will learn to use RDBMS to store, retrieve and update data via processes and tools that are supported from within the database system. These tools and processes will help participants to:</p> <ul style="list-style-type: none"> a. View the data b. Update the data c. Facility to store data (Tables) d. Present data (Forms, Reports, Access Web Pages) e. Generate reports from the database dynamically (Wizards) f. Security utilities – only authorized users can access the database g. Retrieve subset of the data based on a defined selection criteria (Queries) - MS Access uses Structured Query Language (see query section) to support query services h. Backup and restore data 	

Title of Course:	Business Administration & Management
Description of course:	
<p>TRAINING SESSION OBJECTIVE:</p> <p>The primary objective of the Business Administration & Management training session is to provide participants with an introduction to the world of business administration and management. Other goals include, to teach participants the fundamentals of operating or working in a business and develop practical skills that can serve them in today's business/organizational settings; to development participants' business administration acumen so that they will pursue and take advantage of innovative opportunities, both internal and external to the organization; and to learn about the roles and responsibilities of managers.</p> <p>TRAINING SESSION DESCRIPTION:</p> <p>This training session is designed to give participants the basic skills in managing a small business or internal operation/project, introducing them to the different tasks in a business/project operation, the process of managing money and accountability, as well as how to manage time, people and projects. They will understand the roles and importance of each of the key areas of business administration, including the following:</p> <ul style="list-style-type: none"> h. Accounting i. Computer Information Systems j. Finance k. Management l. Marketing <p>Participants will learn about the requirements for hiring employees, training, conducting performance evaluations, motivating staff, financial and technical progress/status reporting. They will understand how to manage in the 21st century where businesses and organizations are growing increasingly diverse culturally and ethnically.</p>	

Title of Course:	Emotional Intelligence
Description of course:	
<p>Emotional intelligence (EI) describes the ability and skills needed to perceive, assess, and work with the emotions of you, others, and a social group as a whole. The realm of EI is divided into personal and social competencies. This course will explore EI and these competencies, with a strong emphasis on self-awareness and skill-building through personal analysis and hands-on activities.</p>	
<p>OBJECTIVES: At the end of <i>Emotional Intelligence</i>, participants will:</p> <ul style="list-style-type: none"> • Understand the nature and importance of emotional intelligence; • Have explored themselves and analyzed their personal emotional intelligence competencies; • Begin to enhance their own social intelligence skills in self-awareness and relationship management; and • Understand how to apply newly developed or enhanced EI skills at work and at home. 	
<p>TOPICS:</p> <ul style="list-style-type: none"> • Introduction to Emotional Intelligence (EI) • The Whole Person: IQ, EQ, and Personality • Personal Competence: Self-Awareness and Self-Management Social Intelligence: Social Awareness and Relationship Management Building EI Skills • Using EI Skills at Work and Home 	
METHOD OF INSTRUCTION:	

- Multimedia presentations, videos, class discussions, and group, paired, and individual activities

Title of Course:	Managing Workforce Diversity
Description of course:	
<p>The American public sector workforce is one that is populated by a wide diversity of workers. Diversity is prevalent in the gender, ethnicity, culture, religion, age, family structures, sexual orientation, and physical abilities/disabilities of workers. In order to lead a diverse team of employees toward achieving organizational objectives, a manager must understand the basic tenets of managing workplace diversity. <i>Managing Workforce Diversity</i> introduces managers, supervisors, and team members to the importance of clear communication, sensitivity, and exploring and changing their own attitudes to become effective members and leaders of a diverse workforce.</p>	
<p>OBJECTIVES: At the end of <i>managing Workforce Diversity</i>, participants will:</p> <ul style="list-style-type: none"> • Understand the diverse and changing nature of the U.S. public sector workforce; • Have a better understanding of their own beliefs, prejudices, and misconceptions; • Know how to recognize and avoid biased language and actions and stereotyping; • Be able to take the first steps in sensitive, effective communication; and • Have a better understanding of their own damaging or insensitive attitudes and how to change them to become more effective in the workplace. 	
<p>TOPICS:</p> <ul style="list-style-type: none"> • The Diverse U.S Public Sector Workforce • Beliefs About: Our World, Our Country, and Ourselves • Recognizing and Avoiding “Us versus Them” and Stereotyping • Communicating with Sensitivity • Overcoming Fear • Changing Attitudes 	
<p>METHOD OF INSTRUCTION:</p> <ul style="list-style-type: none"> • Multimedia presentations, videos, class discussions, and group, paired, and individual activities 	

Title of Course:	Preparing to Lead in the 21 st Century	
Description of course:		
Preparing to lead in the 21 st century is a three-day course designed to introduce the concept of leadership to those who are not currently in supervisory positions. The overall objectives for the course are:		
<ul style="list-style-type: none">• to introduce participants to leadership concepts, styles, and skills• to start participants on their journey of self-discovery and give them the tools to continue that journey• to introduce and allow participants to practice techniques for working effectively with others, including co-workers, team members, and supervisors• to provide participants with the tools for developing individual strategies and plans of growth to allow them to stretch to the role of supervisor		
Preparing to Lead in the 21 st Century has been designed for a target audience of team leaders, acting-short term managers, and potential leaders.		
Below is a proposed schedule of instruction for Preparing to Lead in the 21 st Century:		
Day 1	Day 2	Day 3

Title of Course:		Preparing to Lead in the 21 st Century
Description of course:		
Unit 1 <i>Finding Your Compass: Introducing Leadership & Finding the Leader in You</i>	Unit2 <i>Navigating the Water: Building the Skills to Lead Others</i>	Unit3 <i>Charting Your Course: Planning for Leadership in Your Future and Today</i>

Title of Course:		Constructive Conflict Resolution
<p><i>Constructive Conflict Resolution</i> introduces the concept of conflict, its positive aspects, and its many damaging consequences when left unchecked. The course then explores what creates conflict in the workplace and examines six concrete techniques for resolving and avoiding workplace conflict in an assertive manner in which everyone wins. Through role-play and other activities, course participants are given multiple opportunities to practice these conflict resolution techniques in a safe setting.</p>		
<p>OBJECTIVES: At the end of <i>Constructive Conflict Resolution</i>, participants will:</p> <ul style="list-style-type: none"> • Understand the positive and negative sides of conflict; • Understand and identify four primary causes of conflict in the workplace; • Be able to discuss conflict with neutral language and in a non-threatening manner; and • Understand and be able to apply six concrete techniques for resolving and avoiding conflict. 		
<p>TOPICS:</p> <ul style="list-style-type: none"> • Introducing the Good, the Bad, and the Ugly of Conflict • Causes of Conflict in the Workplace • Conflict Prevention Techniques (First Steps): “I” Language and Anticipation Conflict Prevention Techniques (The Next Steps): Meta-Talk and Self-interest Advanced Conflict Resolution Techniques: Setting Limits and Stating Consequences 		
<p>METHOD OF INSTRUCTION:</p> <ul style="list-style-type: none"> • Multimedia presentations, videos, class discussions, and group, paired, and individual activities 		